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ABSTRACT

A significant step in the direction of improving employee counselor services in an industrial setting is offered. The research combined survey and factor analytic methodology to empirically identify sources of employee concerns or stress and to measure the tendency of employees to use counseling services in connection with these problem areas. The factor analysis of the responses of 165 employees to 28 Likert-type subscales which make up the Counselor Utilization Survey yielded a number of sources of employee stress in four broad categories: the company and its operations, personal difficulties, the work role and work content, and interpersonal relationships. The findings indicate that tendency to utilize counselors appears to be a function of the employee difficulty under consideration and whether the employee is blue or white collar. The counselor in the industrial setting will have to be an organizational ecologist as well as an applied mental health worker, an individual who understands how organizational policy and practice affect employees and how these may be structured for maximum benefit to both the organization and employees. To overcome employee feelings of alienation and abasement, counseling should become an integral managerial function, with the counselor assuming a major role in preventing or alleviating conditions which account for worker dissatisfaction. (Author)

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Employee Concerns and Counselor Role:

A Factor Analysis

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Statement of the Problem

The technological advances of the past several decades have evoked changes in the industrial and business world that rival those of the industrial revolution. Automation of the assembly lines, the application of Taylorism in work places (in which work tasks are fragmented, compartmentalized and simplified) and the use of rational and objective (bureaucratic) organizational theory which characterize the modern organization are features generally regarded as accounting for increased productivity. Substantiating this conceptualization, Dr. Alfred Meyer (1974) described the modern corporation as one which usually employs "scientific" and "rational" management procedures, and consequently features increased routinization, specialization and anonymity, the channeling of communication and authority, and decision-making by the "book," in order to produce greater efficiency, predictability and order. The result has been that business and industrial organizations have been transformed into bureaucratic artificial sub-cultures having the characteristics of a machine: rigid, inflexible and dispassionate. Dr. Meyer further asserts that this dehumanized corporation, so much in evidence throughout America, cannot continue to succeed with the contemporary American worker force which is much more affluent and better educated than its predecessors.

Whether or not the American business enterprise is doomed to failure, as Dr. Meyer predicts, there is little doubt that the components of a new technology, so promising in the past, have provoked a perplexing constellation of problems for the worker which have serious proportions.

Numerous writers have decried the consequences of dehumanizing practices in business and industrial organizations and have pointed out how pervasive and debilitating are their effects on the employee. For example, writing in Psychology Today, Stanley Seashore and J. Thad Barnowe (1972) state:

In search of the social disease that seemed to have stricken these workers - the blue-collar blues syndrome, as we called it - we persisted, and eventually we found: (1) that the syndrome is far more wide-spread than we and others had suspected - so much so, in fact, that 'blue collar' is a misnomer; (2) that the source of the disease lies not in inherent characteristics of the worker - sex, age, income, or the color of the collar--but most probably in the job and the job setting and the limitations that the job and the setting put on the worker's self-actualization (p. 53).

The lack of opportunity for self-actualization or fulfillment through job efforts has taken its toll on the production force in somewhat strange ways. In stating the plight of the "alienated" workers, Newsweek (1973) discusses "... the 'alienated' worker, afflicted with the blue collar blues, the white collar woes and the just plain on-the-job blahs. They are bored, rebellious, frustrated; sometimes they're drunk on the job or spaced out on drugs (pp. 79-82)."

Furthermore, Sheppard and Herrick (1972), in their discussion of manifestations of alienated behavior, report that "turnover rates are climbing. Absenteeism has increased as much as 100% in the past ten years in the automobile industry. Workers talk back to their bosses. They no longer accept the authoritarian way of doing things (p. 222)."

The boredom and rebelliousness of the modern day worker was cited by Professor Fred Foulkes of the Harvard Graduate School of Business. In an interview for Newsweek he states, "Jobs haven't changed. People's expectations have, and this has been expressed in high absenteeism, low morale, high turnover, etc. (1973, p. 82)."

Pointing to some of the symptoms of worker disenchantment, Sadler and Horst (1972), in the Harvard Business Review, state that alcoholism and problem drinking take heavy tolls in terms of humans and productivity and yet only a few dozen of the large companies have programs pursuing alcohol control.

They feel that industry does have a responsibility for creating effective control programs. Companies that do have alcohol control work among their employees report that 60% to 70% of those accepting treatment are helped. The authors state that the success of such a program required, among other things, at least one staff person at the corporate level who has knowledge and expertise in this area. Further, they state success depends on how astute and conscientiously the line organization and the union stewards fulfill their responsibilities and see that those who need help receive it.

All these statements are reflected by the content of a major study "Work in America" which was prepared under the auspices of the Upjohn Institute for Employment Research (1973) for former Secretary of HEW Elliot Richardson. The study sought to investigate and evaluate the quality of working life in the United States and is undoubtedly one of the most comprehensive treatments of the subject. In general, the book confirms the notions promulgated by popular writers, viz. that the quality of life in America is inextricably bound to the quality of work and that for a majority of Americans, there is pervasive disenchantment with the quality of both their work life and their functions.

Citing ritualistic adherence to Tayloristic practices and outmoded management strategies as the chief culprits in denying worker satisfaction, the authors conclude since

work is central to the lives of so many Americans, either the absence of work or employment in meaningless work is creating an intolerable situation. The human costs of this state of affairs are manifested in worker alienation, alcoholism, drug addiction and other symptoms of poor mental health (1973, p. 186).

The authors' indictments are supported by data abstracted from a series of empirical studies which suggest how widespread work-related maladies are in both the white and blue-collar sectors. Among the conclusions:

- 40% of blue-collar workers show symptoms of mental health problems.
- Only 25% of workers would choose the same job again. 75% would not.
- Only 50% of assembly line workers felt they had little influence over the future courses of their lives.
- Feelings of helplessness, withdrawal and alienation were common among employee samples above.
- Underemployment and unemployment are related to delinquency in youth.
- Heart disease, peptic ulcers and several other illnesses have been related to occupational stress.
- Drug use varies by type of job setting, but is common. One study showed 15% of 3,400 employees addicted to heroin.

The labor problems which beset business and industrial organizations are not going to disappear. Considerable commitment to innovation and experimentation on the part of business and industrial organizations will be required to find permanent and generalizable solutions.

Employee Counselors

In their concern for employee welfare, leading organizations have become increasingly interested in the services which may be performed by a counselor. To date, however, the role of this counselor which has received emphasis is that of a psychotherapist, a person who attempts to alleviate difficulties emanating from the "personal" problems of the employee which reduce his ability to perform on the job. Thus the counselor is viewed as another specialist who may be hired to concentrate his efforts on the emotional problems of an employee as they affect his "adjustment" to the job.

This percept of counselor role seems to contradict the body of thoughtful speculation and evidence which places the blame for worker inefficiency and

mental illness on organizational structure, dehumanization, Taylorism, management strategies and the like. To engage counselors as mental health "doctors" is tantamount to focusing on symptoms without being concerned about the disease.

A more comprehensive view of counselor role has recently been advanced by Raymond Hunt in his book Interpersonal Strategies for System Management: Applications of Counseling and Participative Principles. Hunt believes that counseling (not psychotherapy) should be infused with the management and supervisory functions and a counseling philosophy implemented as a managerial strategy. Counseling is conceived by Hunt as an integral managerial function, not only a technique for remediating individual problems of employee mental health. However, mental health, as well as production and efficiency, is fostered through the deliberate creation of a pleasant organization.

Hunt emphasizes the salience of interpersonal relations in creating the psychological atmosphere of organizations:

Routinely and daily, however, the organization operates in and through a network of interpersonal relations. It is in that face-to-face environment that the organization's nature is made real to its members (and its observers), and it is unwise to leave the management of that environment to chance. The manager needs a pole star to orient his course; for that function I commend the counseling concept (1974, p. 12).

Thus for Hunt no other role for the counselor in all organizations is more important than to train managers and supervisors in counseling techniques useful in communicating with employees and consequently to improve interpersonal transactions (interfaces). Hunt also endorses a collaborative type of management system in which employees participate in policy-making. This latter practice was also ardently advanced by the authors of "Work in America" referred to in previous paragraphs.

These arguments, and those previously stated, suggest a role for the counselor that resembles that of an organizational ecologist as well as that

of an applied mental health worker. The counselor is not conceived as another of an already excessively long list of specialists, but a generalist engaged in an effort to understand how organizational policies and practices affect employees and how these may be structured for maximum benefit to the organization and the employee.

One is led to conclude that in order to meet the individual problems of the employees, business and industry will be employing counselors who will need skills somewhat different than those previously trained personnel. Counselors will need to be familiar with a wide range of problems arising in a context with which they have little familiarity. Efforts must be directed to assist counselors gain understanding of worker motivation, organization and management theory, as well as the traditional protocol of counselor skills.

The foregoing discussion suggests a number of counselor services which may be useful to business and industrial organizations. There is little doubt that while interest in these services in the business and industrial sectors is waxing, the particular nature of these functions has not been clearly delineated. A broad spectrum of counselor functions are available to both managers and employees, ranging from those involving mental health and guidance functions for the individuals, to those which require assessment and evaluation of the total work place. Effective use of counselors in organizations, as well as appropriate training, will be accomplished only after the counselor role in business and industry has been clearly identified and described.

Purpose

In accordance with the above, the purpose of the present study was to attempt to clarify empirically the extent to which personnel in local business and/or industrial organizations perceive a need for counselor services and to

ascertain how they conceptualize these services, i.e., how they cognitively assess the role of the counselor. A survey technique was combined with factor analytic statistical procedures to fulfill the purposes of the study.

Procedures

The Counselor Utilization Survey (CUS)

A survey instrument designed to encompass all possible counselor services and functions in business and industry was prepared from a review of pertinent literature concerned with sources of employee satisfaction and motivation and a perusal of published tests and instruments already available to organizations.

Tryouts with the original instruments with graduate classes at Western Michigan University led to several modifications intended to increase clarity, comprehensiveness and ease of administration while yielding scores amenable to factorial analysis. Final refinements emanated from consultations with a personnel manager of a local manufacturing firm.

The Counselor Utilization Survey (CUS) which resulted from these efforts consists of a cover letter explaining that the purpose of the survey is to "identify employee attitudes toward counseling and counseling services in... corporations," directions to respondents, and finally seventy-nine Likert-type rating subscales which describe hypothetical sources of concern for employees. Respondents are instructed to rate the likelihood they would "talk with a counselor" employed by their company on each situational subscale. The particular format of the CUS was intended to generate two types of information: (1) to measure directly the tendency or adience on the part of employees to utilize counselors and (2) to identify indirectly sources or areas of concern for employees. A copy of the CUS is presented in the Appendix.

Data Collection

The most frustrating and perplexing aspect of the entire research effort was dealing with the unanticipated reluctance of local business and industrial firms to participate in the study. Despite expressions of interest from and frequent contact with a number of corporate officers, only one manufacturer authorized participation. Discussions continue with a few other organizations, six months after initial contact!

Consequently the study reported herein is based upon data acquired from a single local manufacturer employing both office and production personnel.

Several days following the posting of announcements throughout this organization, copies of the CUS were distributed to all employees upon their arrival to work. Of the 450 copies of the instrument distributed, only 165 completed surveys (122 from factory and 43 from office employees) were found in collection boxes at the end of the work day. This number represents a thirty-seven percent sample and makes any interpretation of descriptive data rather tenuous. Explanations of this rather disappointing response are speculative at best. However, a poor psychological climate and/or response set for an activity of this type and failure to allot a time period during regular working hours to complete the survey may be cited as causal factors.

Data Analysis

Analysis of data was consistent with proposed procedures. All ratings were coded on a 5-point continuum extending from "very likely" (5) to "very unlikely" (1), key punched into IBM cards and subjected to the factor analytic program available at the Computer Center, Western Michigan University. This particular program uses normalized Varimax rotation procedures and yields means, intercorrelations, standard deviations, percent of eigenvalues

accounted for by each factor, as well as rotated factor matrix and factor scores. Three analyses were performed, one each on returns from factory and office personnel and the third on the combined group. In addition to the factor analyses, item analyses were performed on the ratings as a direct measure of attitude toward counseling on the part of the respondents.

Results

The Factor Analyses

Tables 1 and 2 present the rotated factor matrices for the survey data acquired from the 122 factory employees and the combined group of 165 respondents respectively. A third analysis of the data obtained from the 43 office personnel is not presented since the limited sample precluded the possibility of generating a reliable resolution of the intercorrelation matrix.

To facilitate interpretation, factor entries have been arranged in descending order of magnitude of factor loadings. Only items having loadings of above .25 are reported. It may also be noted that survey entries have been abridged to conserve space.

In addition to the factor matrices, the tables present the percent of eigenvalue accounted for by each factor as an estimate of salience. Finally, group mean ratings for each subscale are shown. A mean rating exceeding 3.0 indicates a tendency to seek counseling in the hypothetical situation; a mean rating below 3.0 indicates the reverse trend.

Inspection of the tables reveals that the analysis arranged the seventy-nine survey items into similar factor patterns having 19 and 16 factors respectively. These factors specify and describe a number of pertinent sources of concern for employees. The nature of the factor pattern suggests that employees may have been responding to perceived work-related problems, as well as to their attitudes toward counseling (according to directions) when completing the surveys.

TABLE 1
ROTATED FACTOR MATRIX
FOR 122 FACTORY EMPLOYEES

FACTOR 1
ALIENATION-ABASEMENT (25%)

Scale		Loading	$\bar{X}$ Rating
46	managers do not respect employees	.76	3.60
49	communication needs to be improved	.75	4.17
65	management doesn't know what's happening	.75	3.57
30	certain employees have more influence	.65	3.38
4	morale needs to be improved	.63	4.00
31	company needs to be organized differently	.57	3.69
52	supervisor doesn't know enough	.57	2.87
75	you have too many bosses	.52	3.00
42	supervisor has favorite employees	.52	3.37
13	don't know where company is headed	.51	3.48
77	don't know what your job is supposed to be	.48	3.01
54	pay schedule needs to be improved	.48	3.33
12	need better fringe benefits	.47	4.08
5	no one wants your suggestions	.44	2.98
71	supervisor should give more praise	.43	3.14
78	no opportunity to show what you can do	.41	2.72
60	given work that doesn't belong to you	.38	2.98
18	too difficult to advance	.37	3.39
18	never know how company is doing	.36	3.39
48	promotion practices are unfair	.36	3.98

FACTOR 2
PERSONAL ADJUSTMENT (11%)

35	need information about a drug	.91	1.65
25	need to talk about a drug problem	.87	1.66
68	feeling pressured to use drugs	.82	1.72
45	feel good only after a few drinks	.80	1.75
47	concerned that you're drinking too much	.78	1.83
40	feeling emotionally upset all the time	.70	2.17
27	need to understand own behavior	.57	2.51
55	trouble in family affecting your work	.56	1.89
41	guilty because you're late to work	.53	1.57
37	not getting along with spouse	.48	1.83
6	feeling angry without knowing why	.45	2.24
79	don't know what to do with time off	.44	1.59
22	can't trust anyone in department	.38	2.16

FACTOR 3
GUIDANCE FUNCTION (5%)

Scale		Loading	$\bar{X}$ Rating
36	need to learn what real skills are	.85	2.98
23	need to learn real interests	.76	2.94
20	need help planning a career	.73	2.72
28	need to discuss furthering education	.63	2.80
26	need help to find a different job	.59	2.97
32	won't know what to do when retired	.49	2.18
1	work not right for skills	.43	2.80
39	afraid to tell supervisor about work	.38	2.02

FACTOR 4
WORK LOAD (4%)

15	work load too heavy	.79	2.66
58	supervisors ask for too much	.73	1.72
33	I am overworked	.72	2.66
1	work not right for skills	.61	2.80
60	given work doesn't belong to you	.55	2.98
10	supervisor is too critical	.51	2.83
44	too much responsibility for pay	.51	2.77
16	"all work, no play" in company	.48	2.54
14	no one listens to complaints	.40	3.45
78	no opportunity to show what you can do	.37	2.72

FACTOR 5
SOCIAL RELATIONS (4%)

70	need to express feelings with co-workers	.78	2.31
69	people should get together socially	.72	2.92

FACTOR 6
WITHDRAWAL (3%)

59	need help to plan retirement	.71	3.11
63	feeling irritated by co-workers	.61	2.89
73	co-workers not very thoughtful	.54	2.48

FACTOR 7
APATHY (3%)

51	don't want to come to work	.72	2.75
50	people are grouchy	.61	2.71
19	work is boring	.59	3.05
62	job is beneath you	.51	2.53

FACTOR 8
ENJOYMENT (2%)

Scale		Loading	$\bar{X}$ Rating
16	all work and no play	.40	2.80

FACTOR 9
INFLUENCE (2%)

7	do not have input in decisions	.65	2.98
48	promotion practices are unfair	.59	2.98
29	less qualified co-workers were promoted	.56	2.42
18	too difficult to advance	.45	3.39
5	no one wants to hear suggestions	.39	2.98
30	certain employees have more influence	.38	3.38

FACTOR 10
BELONGING (2%)

64	feeling you do not belong	.72	2.27
38	feeling ashamed to work in company	.59	2.07
72	feeling lost in company	.57	2.43
66	feeling you have no future	.36	3.14
6	feeling angry without knowing why	.35	2.25

FACTOR 11
WORKING CONDITIONS (2%)

21	working conditions physically harmful	.77	4.07
8	some work hazardous	.65	3.57

FACTOR 12
FEEDBACK (2%)

11	never know how well you're doing	.75	2.65
16	all work and no play	.43	2.54

FACTOR 13
ROLE AMBIGUITY (2%)

76	don't know what job is supposed to be	.76	2.02
67	not told what job is	.67	2.39
43	do not understand changes in work	.65	2.36
53	hiring practices are unfair	.55	2.38
24	no choice about joining union	.53	1.94

FACTOR 14
COMPANY CONDITION (2%)

Scale		Loading	$\bar{X}$ Rating
17	never told how company is doing	.65	3.39
13	don't know where company is headed	.59	3.48
2	too much emphasis on profit	.59	2.87

FACTOR 15
FINISHING WORK (2%)

57	not finishing because of interruptions	.74	2.75
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FACTOR 16
DOMESTIC PROBLEMS (2%)

79	do not know what to do with time off	.57	1.59
37	not getting along with spouse	.52	1.83
41	late to work too often	.48	1.57
55	trouble in family affecting work	.47	1.89

FACTOR 17
ACCEPTANCE-REJECTION (2%)

74	need to understand how you impress others	.69	2.10
77	never complimented	.54	3.02
73	co-workers not thoughtful	.46	2.48
56	co-workers aren't friendly	.43	1.93

FACTOR 18
TEAMWORK (2%)

3	people don't want to work together	.78	2.47
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FACTOR 19
INEQUITIES (1%)

53	hiring practices are unfair	.36	2.38
29	less qualified co-workers are promoted	.35	2.42

TABLE 2
ROTATED FACTOR MATRIX
FOR 165 RESPONDENTS

FACTOR 1
WORK LOAD (23%)

Scale		Loading	$\bar{X}$ Rating
15	work load too heavy	.80	2.54
33	I am overworked	.77	2.50
58	supervisors ask for too much	.73	2.41
10	supervisor is too critical	.56	2.71
1	work not right for skills	.55	2.78
44	too much responsibility for pay	.52	2.67
14	no one listens to complaints	.39	3.26
54	pay schedule needs improvement	.35	3.57
75	I have too many bosses	.35	2.80

FACTOR 2
PERSONAL ADJUSTMENT (11%)

47	concerned that you're drinking too much	.86	1.87
35	need help with a drug problem	.83	1.81
68	feeling pressured to use drugs	.82	1.76
45	feel good only after a few drinks	.81	1.80
25	need to talk about a drug problem	.76	1.81
55	trouble in family affecting work	.76	1.98
40	feeling emotionally upset all the time	.72	2.17
41	guilty because you're late for work	.69	1.57
37	not getting along with spouse	.68	1.87
6	feeling angry without knowing why	.56	2.21
79	don't know what to do with time off	.56	1.59
27	need to understand own behavior	.52	2.48
56	co-workers aren't friendly	.43	1.94
22	can't trust anyone in department	.44	2.14
74	need to understand how you impress others	.37	2.07
32	afraid to tell supervisor how you feel	.35	2.17

FACTOR 3
GUIDANCE FUNCTION (4%)

36	need to learn what real skills are	.82	2.83
23	learn real interests	.74	2.83
20	need help planning a career	.72	2.84
28	need to discuss furthering education	.65	2.74
26	need help to find a different job	.54	2.85
1	work not right for skills	.48	2.78
32	won't know what to do when retired	.42	2.17
27	need to understand own behavior	.37	2.48
19	work is boring	.36	2.87

FACTOR 4
ALIENATION-ABASEMENT (4%)

Scale		Loading	$\bar{X}$ Rating
31	company needs to be organized differently	.73	3.50
46	managers do not respect employees	.73	3.35
65	management doesn't know what's happening	.72	3.39
13	don't know where company is headed	.71	3.14
4	morale needs to be improved	.70	3.85
49	communication needs to be improved	.68	4.03
52	supervisor doesn't know enough	.62	2.73
30	some employees more influential	.61	3.20
12	need better fringe benefits	.61	3.68
17	never told how company is doing	.61	3.23
5	no one wants your suggestions	.55	2.87
42	supervisor has favorite employees	.54	3.12
77	don't know what your job is supposed to be	.47	2.83
75	you have too many bosses	.47	2.80
71	supervisor should give more praise	.46	2.96
14	no one wants to hear complaints	.46	3.28
9	not secure in this company	.45	3.21
2	too much emphasis on profit	.45	2.64
60	given work that doesn't belong to me	.45	2.85
7	no input in decisions	.40	2.86

FACTOR 5
SOCIAL RELATIONS (3%)

70	need to express feelings with co-workers	.43	2.21
69	people should get together socially	.39	2.75

FACTOR 6
WITHDRAWAL (3%)

59	need help to plan retirement	.73	3.11
63	feeling irritated by co-workers	.57	2.89
73	co-workers not very thoughtful	.46	2.48

FACTOR 7
TEAMWORK (2%)

3	people don't want to work together	.71	2.42
73	co-workers are very thoughtful	.56	2.32
56	co-workers aren't friendly	.47	1.94
22	can't trust anyone in department	.45	2.15

FACTOR 8
WORKING CONDITIONS (2%)

Scale		Loading	$\bar{X}$ Rating
21	some of the work is hazardous	.78	3.61
8	working conditions physically harmful	.64	3.21

FACTOR 9
BELONGING (2%)

64	do not belong in company	.75	2.25
72	feeling lost in company	.64	2.35
51	don't want to come to work	.60	2.55
66	no future in company	.58	3.01
62	job is beneath you	.50	2.45
19	work is boring	.48	2.87

FACTOR 10
COMPETITION (2%)

61	must do better than co-workers	.80	2.10
16	all work and no play	-.37	2.42

FACTOR 11
ROLE AMBIGUITY (2%)

24	no choice about joining union	.72	1.92
76	don't know what job is supposed to be	.66	1.99
67	not told what my job is	.58	2.36
43	do not understand changes in work	.58	2.26

FACTOR 12
FEEDBACK (2%)

11	never know how well I'm doing	.69	2.76
14	no one listens to complaints	.39	3.28

FACTOR 13
ACHIEVEMENT MOTIVE (2%)

57	not finishing because of interruptions	.68	2.08
2	too much emphasis on profit	-.39	2.64

FACTOR 14
INEQUITIES (2%)

Scale		Loading	$\bar{X}$ Rating
48	promotion practices are unfair	.58	2.93
29	less qualified co-workers are promoted	.58	2.50
53	hiring practices are unfair	.56	2.36
30	certain employees have more influence	.52	3.20
54	pay schedule needs to be improved	.48	3.37
18	too difficult to advance	.46	3.21
7	no input in company decisions	.41	2.86
67	not clearly told what job is	.38	2.38

FACTOR 15
INFLUENCE (2%)

7	no input in company decisions	.48	2.86
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FACTOR 16
APPROBATION (2%)

77	never complimented for doing a good job	.53	2.84
71	supervisor should give more praise	.49	2.94
50	people are grouchy in company	.38	2.49

In any event the matrices provide a comprehensive overview of determinants underlying employee attitudes and conduct which undoubtedly would not have been generated on an a priori basis. The factors in Table 1 are interpreted as follows:

1. Alienation-Abasement. Entries appear to describe conditions which offend or otherwise undermine the self esteem and morale of employees. A tendency to seek counseling in this context is indicated.
2. Personal Adjustment. The factor depicts the seriously distressed employee who is resorting to the use of drugs and alcohol. It will be noted that employees do not view counseling as helpful in these circumstances.
3. Guidance Function: The entries in this factor reveal employee interest in typical guidance functions viz. vocational guidance, career planning, etc.. Despite the appropriateness of counseling, ratings are depressed.
4. Work Load. The condition described on this factor is readily apparent. All mean ratings are in the "doubtful" category with the exception of item 14 "feeling no one wants to listen to your well-founded complaints."
5. Social Relations. The items on this factor suggest the employee's desire for more intimate relationships with his co-workers. Interpretation is highly tentative.
6. Withdrawal. The factor seems to depict an employee who resents his co-workers and is looking forward to retirement. The counselor is viewed as being of some assistance in planning retirement but of doubtful value in resolving problems of interpersonal relationships.
7. Apathy. This factor describes an employee who simply dislikes his job and the people with whom he works. The counselor is viewed as being of some assistance in acquiring more challenging work. Otherwise, utility is questionable.

8. Enjoyment. This factor has a single entry and cannot be interpreted with reasonable confidence.
9. Influence. Described in this factor is the employee's desire to have a voice in the decision-making process especially with respect to employment and promotion practices. Mixed attitudes toward counseling on this dimension are indicated.
10. Belonging. This factor depicts the employee who fails to identify with the company. Future vocational planning is the activity which is regarded as being within the purview of the counselor.
11. Working Conditions. Factor 11 describes the employee's concern for working conditions that he views as jeopardizing his physical safety. Ratings suggest that employees will report such conditions to the counselor.
12. Feedback. This factor is comprised of only two entries making interpretation tenuous. Apparently some annoyance within absence of evaluation of job performance is indicated. Counseling is not viewed as relevant.
13. Role Ambiguity. Employee concern for a lack of structure or direction is manifested in this factor. Entry twenty-four, referring to compulsory union membership, leads to an image of disoriented employees having difficulty comprehending their work role as well as the reasons for some of the practices they observe. Rating suggest that counseling is not regarded as helpful in these circumstances.
14. Company Conditions. The factor expresses employee desire for information about the present condition of the company. Counselors are seen in the role of possible informants in this regard.
15. Finishing Work. A single entry factor expresses annoyance with interruptions. Counseling is not perceived as helpful.
16. Domestic Problems. Home-centered difficulties are depicted in this factor. Although undoubtedly appropriate, counseling is once again

perceived as having limited value.

17. Acceptance-Rejection. Concern for co-workers' acceptance and approbation is manifested in this factor. The 3.02 rating on item 77 suggests counselors may be viewed as somewhat helpful in intervening between employees and supervisors.
18. Teamwork. This single entry factor simply seems to express a concern for cooperation within a department. Counseling again receives a moderately low rating.
19. Inequities. Expressed in this factor is employee annoyance with what is viewed as unfair labor practices. Counseling is viewed as having limited value.

With respect to salience, factors (1) Alienation-Abasement and (2) Personal Adjustment accounted for 37% of eigenvalue with the remainder being rather evenly distributed. These two sources of employee distress thus appear to be most psychologically cogent to factory employees.

The configuration of factors resulting from an analysis of ratings of the total group of 165 respondents differs little from that presented in Table 1. The major deviations in the patterns are seen in the salience of factor (1), Work Load, which accounted for the major portion of the eigenvalue. At the time the survey was taken, the pace of activity among office personnel was curtailed and consequently the work load factor may have manifested this transient concern among office personnel. The comparability of factor patterns lends confidence in the reliability of the matrix generated from the data acquired from the group of 122 factory employees.

All factors in both tables identify four major sources of employee concern viz. (1) the company and its operations (2) the work itself (3) personal adjustment and (4) interpersonal relationships. With reference of Table 1, the "company" category includes Alienation-Abasement (1), Influence (9),

Belonging (10), Company Condition (14), and Inequities (19). The second major determinant focuses on problems with the work itself and includes Work Content (4), Apathy (7), Enjoyment (8), Working Conditions (11), Role Ambiguity (13), and Finishing Work (15). Personal and emotional problems, the third domain, are articulated by a triad of factors viz. Adjustment (2), Guidance Function (3) and Domestic Problems (16). The final category describing sources of difficulty in human relationships in the work setting are Social Relations (5), Withdrawal (6), Feedback (12), and Team Work (18).

It goes without saying that the factors are collapsed into the foregoing major headings solely to facilitate comprehension of the results of the analysis. Attention to individual factors is essential to a detailed assessment and diagnosis of the psychological climate of a particular work place.

Distribution of Ratings

A frequency distribution of ratings on each subscale of the CUS was prepared in order to further clarify employee attitudes toward counseling services in each of the areas of concern identified by the factor analyses. The results of this analysis are presented in Table 3. Ratings of "very likely" and "likely" are regarded as indicative of a favorable disposition towards counseling services and therefore were combined. Ratings of "unlikely" and "very unlikely" were also combined since both express avoidance. The percentages of factory and office personnel rating counseling favorably are presented in the "yes" column of Table 3; unfavorable ratings (in percents) are shown in the "no" column.

It will be noted that frequencies in the two categories have been arranged in accordance with the factor structure presented in Table 1. In this manner, employee tendency to utilize counseling services in the context of each of the areas of concern identified by the factor analysis is revealed in considerable detail.

A number of trends may be immediately discerned from the frequencies reported in Table 3. First, with very few exceptions, office personnel report greater reluctance to utilize counseling service than factory employees. The reasons underlying this observation are not revealed in the available data. Secondly, the reported tendency to utilize counselors appears to be a function of the area of employee difficulty under consideration. This variability in ratings across factors is substantial for both factory and office personnel.

TABLE 3
SUMMARY OF RATINGS

FACTOR 1
ALIENATION-ABASEMENT

Scale		% FACTORY		% OFFICE		DIFF	
		YES	NO	YES	NO	YES	NO
46	managers do not respect employees	60	24	42	54	-18	30
49	communication needs to be improved	76	14	68	23	- 8	9
65	management doesn't know what's hap.	52	28	40	45	-12	17
4	morale needs to be improved	71	16	56	30	-15	14
31	company needs to be organized diff.	63	24	49	42	-14	18
52	supervisor doesn't know enough	42	48	28	60	-14	12
75	you have too many bosses	45	45	28	68	-17	23
42	supervisor has favorite employees	57	35	30	58	-27	23
13	don't know where company is headed	53	30	18	63	-35	23
	$\bar{X}$	57.7	29.3	39.9	49.2		

FACTOR 2
PERSONAL ADJUSTMENT

35	need information about a drug	16	80	33	65	17	15
35	need to talk about a drug problem	15	81	30	63	15	18
68	feeling pressured to use drugs	14	77	23	75	9	2
45	feel good only after a few drinks	17	79	21	70	4	9
47	concerned that you're drink too much	16	75	21	70	5	5
40	feeling emotion. upset all the time	25	65	23	60	- 2	5
27	need to understand own behavior	35	56	28	54	7	2
55	trouble in family affect. your work	17	75	26	60	9	15
41	guilty because you're late to work	11	85	11	86	0	2
	$\bar{X}$	18.4	74.7	24.	67.		

FACTOR 3
GUIDANCE FUNCTION

36	need to learn what real skills are	45	44	32	56	-13	12
23	need to learn real interests	46	44	35	54	10	27
28	need to discuss furthering educ.	39	49	33	51	- 6	2
26	need help to find a different job	49	46	37	63	-12	17
	$\bar{X}$	44.2	45.8	34.3	56.		

FACTOR 4
WORK LOAD

Scale		% FACTORY		% OFFICE		DIFF	
		YES	NO	YES	NO	YES	NO
15	work load too heavy	36	55	23	65	-13	10
58	supervisors ask for too much	31	55	26	67	- 5	22
33	I am overworked	38	53	25	72	-13	21
1	work not right for skills	43	48	37	47	- 6	1
60	given work doesn't belong to you	44	47	37	53	- 7	6
10	supervisor is too critical	39	45	35	65	- 4	20
44	too much responsibility for pay	43	52	35	61	- 8	9
	$\bar{X}$	39.1	50.7	31.1	61.4		

FACTOR 5
SOCIAL RELATIONS

70	need to express feel. with co-work.	25	63	16	72	- 9	9
69	people should get together socially	43	43	23	63	-20	20
	$\bar{X}$	34.	53.	24.5	67.5		

FACTOR 6
WITHDRAWAL

59	need help to plan retirement	48	40	44	49	- 4	9
63	feeling irritated by co-workers	44	47	35	47	-11	0
73	co-workers not very thoughtful	29	57	12	72	-17	15
	$\bar{X}$	40.3	48.	45.5	56.		

FACTOR 7
APATHY

51	don't want to come to work	37	51	21	72	-16	21
50	people are grouchy	26	49	12	75	-14	26
19	work is boring	46	44	30	56	-16	12
62	job is beneath you	32	54	30	65	- 2	11
	$\bar{X}$	35.3	49.5	23.3	67.		

FACTOR 9
INFLUENCE

7	do not have input in decisions	43	45	37	58	- 6	13
48	promotion practices are unfair	40	43	40	46	0	3
29	less qual. co-work. were promoted	41	63	42	59	- 1	4
	$\bar{X}$	41.3	50.1	39.7	54.3		

FACTOR 10
BELONGING

Scale		% FACTORY		% OFFICE		DIFF	
		YES	NO	YES	NO	YES	NO
64	feeling you do not belong	26	61	28	65	2	4
38	feeling ashamed to work in company	21	67	16	74	- 5	7
72	feeling lost in company	29	54	21	75	- 8	21
	$\bar{X}$	25.3	60.7	21.7	71.3		

FACTOR 11
WORKING CONDITIONS

21	working conditions physically harmful	79	20	33	65	-46	45
8	some work hazardous	62	27	26	67	-36	40
	$\bar{X}$	71.	23.5	29.5	66		

FACTOR 12
FEEDBACK

11	never know how well you're doing	$\bar{X}$ 36	66	47	40	11	26
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FACTOR 13
ROLE AMBIGUITY

76	don't know what job is sup. to be	23	71	19	77	- 4	6
67	not told what job is	30	61	28	63	- 2	2
43	do not understand changes in work	29	58	19	70	-10	12
53	hiring practices are unfair	24	57	23	61	- 1	4
24	no choice about joining union	19	79	16	75	- 3	4
	$\bar{X}$	25.	65.2	21.	69.2		

FACTOR 14
COMPANY CONDITION

17	never told how company is doing	54	34	37	51	-17	17
13	don't know where company is headed	53	30	19	63	-34	33
2	too much emphasis on profit	39	45	19	72	-20	27
	$\bar{X}$	48.7	36.3	25.	62.		

FACTOR 15
FINISHING WORK

57	not finishing because of interruptions	21	71	28	70	7	1
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FACTOR 16
DOMESTIC PROBLEMS

Scale		% FACTORY		% OFFICE		DIFF	
		YES	NO	YES	NO	YES	NO
79	do not know what to do with time off	11	85	9	86	- 2	1
37	not getting along with spouse	15	77	21	72	6	5
	$\bar{x}$	12.5	81.	15.	79		

FACTOR 17
ACCEPTANCE-REJECTION

74	need to understand how you impress oth.	19	70	16	70	- 3	0
77	never complimented	46	43	23	63	-23	20
	$\bar{x}$	32.5	56.5	19.5	66.5		

FACTOR 18
TEAMWORK

3	people don't want to work together	30	56	30	63	0	7
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In general there is considerable concordance between factory and office personnel in ranking the value of counseling by areas of concern. However, as noted previously, the reported utilization of counseling services is diminished among the latter group. Overall, the proportion of factory employees prepared to utilize the counseling services for one reason or another ranges from twelve to seventy percent depending upon the problem being addressed. This proportion is somewhat reduced for office personnel.

Factory employees appear to regard the counselor as a link between themselves and management. This perception of counselor role is especially evident in the high ratings reported on (1) and (11), Alienation-Abasement and Working Conditions. This liaison role is also manifested on Work Load (1), Influence (9), and Company Condition (14). A significant proportion of employees also seem favorably disposed toward counseling for guidance purposes (factor 3, Guidance Function).

However, the reported value of counselors is severely diminished in other roles with which they frequently have been identified. Fewer than one-third of factory employees and an even lesser proportion of office personnel view counselors as helpful in improving interpersonal relationships with co-workers (17), in orienting employees to their work roles (13), or helping to resolve feelings of isolation (10).

Perahps the most remarkable statistic presented in the table is the very depressed ratings counselors are accorded in the context of personal difficulties (factor 2, Personal Adjustment and 16, Domestic Problems). Thus counselors are viewed as least helpful in the role of a psychotherapist, a role which has been ascribed to them since the inception of employee counseling in the twenties and which counselors continue to assume at the present time. It is apparent that the survey has yielded data which have significant implications with res-

pect to the employment, responsibilities and preparation of employee counselors.

Discussion

The Factor Analysis

The factor analysis appears to have succeeded in organizing a number of variables into an array of meaningful and interpretable dimensions which offer considerable insight with respect to the concerns of industrial employees. Whether or not the areas of stress which have been identified by the analysis are idiosyncratic to the population under study cannot be ascertained without replications. However, the emergence of several factors which are already familiar to industrial and personnel psychologists (alienation-abasement, work content and load, role ambiguity, etc.) attests to the external validity and generalizability of the findings.

The present study appears to extend knowledge by detailing the ingredients of these sources of employee stress and by identifying a few factors which may not have received the attention they merit.

The value of the factor patterns in the assessment of the psychological climate of any work place is apparent. The analysis describes in specific rather than general terms the environmental, social and intrapersonal sources of difficulty which should be investigated in efforts intended to account for worker motivation and/or satisfaction. In this context, the analysis affords a structure for improving management practices and personnel policies. Furthermore, the factor-analytic technique, as utilized in the present study, appears to have considerable merit in gaining an understanding of employee perceptions while avoiding some of the pitfalls of transparent measures.

Counselor Role and Function

The factor analysis and the descriptive data presented in Table 3 provide an empirical basis for projecting a concept of counselor roles in an industrial setting. The cogency of this projection is derived from two sources: First, since the origin of employee counseling as an aspect of the classic experiments conducted during the twenties at Western Electric Company's Hawthorne Plant, consensus with respect to the role set of the employee counselor has not been achieved. Influential writers have postulated points of view of employee counselor functioning, ranging from a rather microcosmic concept of counselor as a therapist seeking to assist employees alleviate personal difficulties which inhibit their efficiency (Noland, 1973) to a macrocosmic percept in which the counselor provides leadership in infusing the work place with humanistic principles (Hunt, 1974). Second, the roles of counselors, industrial psychologists, clinical psychologists, and psychiatrists in industrial settings, which have been proposed in pertinent literature, are usually indistinguishable.

The formulation of counselor role derived from the present analysis is, of course, primarily applicable to employee populations comparable to respondents in the present study, i.e., employees in industries having no prior history of an established counseling service. In any event, it may be proposed that an analysis of employee perceptions of counseling is a desirable antecedent to the establishment of the service, in order to maximize chances for effectiveness.

A case in point is seen in finding that the preponderance of respondents indicated a distinct reluctance to seek counseling for reasons of personal or emotional difficulties (factors 2 and 16). This finding suggests that employee counselors who subscribe to the point of view advanced by Noland (1973) and others and profess psychotherapy as their principal service for the population surveyed, might find their clientele in short supply. In the present study

respondents either did not view counselors as having necessary competencies to function as counseling psychologists or perceived them as emissaries to management who could not be entrusted with "personal" information which could be used to jeopardize their employment status and security. The latter explanation seems the more feasible and supported by the findings.

Having vitiated the role of employee counselor as therapist, what useful functions remain? It is apparent that a significant proportion of the employee population will consult counselors on the relatively broad range of concerns which were identified by the analysis. With the exception of the attitudinal problems described by factors (7) and (10), most of these adverse circumstances appear to require somewhat transitory and impersonal contacts with employees and a concrete problem-solving approach rather than extended counseling relationships stressing intrapersonal exploration.

The provision of traditional guidance services by employee counselors is also supported. These services include vocational, educational and retirement planning (factors 3 and 6) as well as counselor functions directed at enhancing interpersonal relationships with co-workers and supervisors (factors 5, 12, 17 and 18). The latter activities might feasibly require group procedures.

A third group of employee concerns focuses upon work content and working conditions. Attempts to resolve difficulties in these areas appear to require some type of action on the part of the counselor for which there are no general or absolute guidelines for practice. In the event some delivery or concrete changes do not result from counseling contacts, some employees are likely to devaluate counseling as a vehicle for problem resolution. These areas of concern are articulated by factors entitled Work Load (4), Working Conditions (11), Role Ambiguity (13) and Finishing Work (15).

Influence (9) is the single factor which appears to place the counselor in a dispute between employees and management. The factor calls attention to

employee dissatisfaction with what they view as unfair labor practices and employee impotence in changing them. In any event this factor poses a situation in which employee counselors are most vulnerable to criticism and in greatest danger of alienating the countenance of management. There appears to be no foolproof prescription for proper counselor conduct in situations of this type.

Finally, the results of the study suggest that the major role of employee counselors is to prevent or alleviate conditions articulated by factor (1), Alienation-Abasement, the most salient factor in the matrix. It is abundantly clear that employees impute the counselor with the responsibility for assuming leadership in altering or abrogating these adverse conditions. As has been noted, alienation is characterized by feelings of powerlessness, meaninglessness, isolation and self-estrangement which occur in a static bureaucratic organization. The condition purportedly undermines employee morale and efficiency.

The emergence of the alienation-abasement factor as a primary dimension in the resolution of the intercorrelation matrix empirically attests not only to the validity of hypothetical formulations about the alienation phenomenon but also to its psychological unity and discreteness. Alienation-abasement may be considered a subjective psychological state, which is distinctly different from reactions by employees to many other sources of concern and grievance. Inspection of the factor entries illustrates the accuracy with which Meyer (1974) and others have depicted components of bureaucratic systems which evoke feelings of alienation and extends their conceptualization. Conditions which lead to feelings of alienation, according to the present study, include inadequate channels of communication between management and labor, lack of influence in matters of company organization and operation which affects one's work, ambiguity in work roles, incompetent or unfair supervision, frag-

mentation of work tasks, primacy of the profit motive without regard to human factors, favoritism and inadequate pay and employee benefits. These conditions result in unmet needs for respect, recognition, influence and self-expression.

While these elements adequately describe precipitating causes and affective correlates of alienation, identification of the underlying organizing construct or psychological state which codifies the entries requires interpretation. In this regard inspection of the factor suggests that this organizing percept is simply abasement: a feeling on the part of the employees that they are devalued, ignored and lack status or salience in the corporation.

Confirmation of this interpretation is seen in the diminished significance of the alienation-abasement factor when data from office personnel were included in the computations. To account for this observation, one may speculate that office personnel do not experience conditions which lead to a feeling of abasement to the same extent as on-line production workers. Most of the former group have more frequent and direct contact with management, are engaged in work roles which have significance, authority and are clearly related to company objectives. Furthermore these employees may enjoy training, talents and educational qualifications which accord them considerable self-esteem and respect.

Such is not the case with on-line employees. Whether generated by an unresponsive administration, insensitive or incompetent supervision, management practices which are perceived as unfair, a lack of opportunities to express one's ideas or show what one can do, the psychological effect is identical--abasement, a perceived offense to the pride of the employee. Behavioral reactions to these conditions can readily be predicted--frustration, anger or withdrawal.

Implications for the role of employee counselors are clear. Whether in the context of management, organization, company policy or human interfaces, their principal function, in accordance with the present findings, is to help devise structures, programs, policies and elicit attitudes among managers and

supervisors which promote the self-esteem of employees. In this role counselors become consultants to management rather than practitioners. Guidelines for practices which focus on the enhancement of employee self-esteem are already available (Carkhuff, 1971, Hunt, 1974, Upjohn Employment Research Institute, 1973). However, given this parameter of employee satisfaction, the implementation of appropriate and productive activities is limited only by the ingenuity and knowledge of the employee counselor and his colleagues.

The clinical role of the counselor is also supported in the present findings. Both in the counseling processes and in documented outcomes, their services appear to have considerable potentiality for alleviating the alienation-abasement reaction. To be specific, counselors are usually responsive, attentive, respectful, warm and concerned in their delivery. Furthermore clients who engage in counseling usually experience enhancement of self-esteem and sense of worth and are assisted in altering negative emotional reactions to perceived offenses. Thus counseling seems to be aimed directly at the psychological heart of the problem, although it must not be regarded as a panacea.

In any event, Dickson and Roethlisberger (1966) tell us that Americans have experienced two industrial revolutions. The first sought to shape humans into machines; the second attempted to produce machines which were perfect humans. Both efforts have failed. Perhaps with greater understanding of human factors operating in the work setting and with the help of employee counselors, a third industrial revolution will succeed.

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Appendix

Directions

This is not a test. There are no right or wrong answers.

The following statements describe situations or circumstances in which you may someday find yourself. These situations can cause you to feel unhappy or troubled.

It does not matter whether each situation actually exists now. Imagine that it does and that you are feeling concerned about it.

Your task is to indicate how likely it is that you would go and talk with a counselor (if your company employed one) in each situation.

To do this, simply place a check mark after the word which shows the likelihood or probability you would seek assistance. Make only one check for each situation described.

In checking each item:

"yes" means very likely or highly probable
 "probable" means probably yes or likely
 "uncertain" means you don't know
 "doubtful" means unlikely or improbable
 "no" means very unlikely or highly improbable

Example 1:

Feeling upset because you can't get to sleep at night

Yes ☒ Probable _____ Uncertain _____ Doubtful _____ No _____

The check mark after "yes" indicates it is very likely that you would talk with counselor.

Example 2:

Feeling you need to make more friends

Yes _____ Probable _____ Uncertain _____ Doubtful _____ No ☒

The check mark after "no" shows that it is very unlikely you would talk with counselor.

Example 3:

Feeling you need to see a doctor about a back pain

Yes _____ Probable _____ Uncertain _____ Doubtful ☒ No _____

The check after doubtful shows you would probably not seek the services of a counselor on this occasion.

Now please go ahead and complete the survey and when finished, place it in a collection box.

1. feeling the work you do is not right for your skills
yes _____ probable _____ uncertain _____ doubtful _____ no _____
2. feeling there is too much emphasis on making a profit in this company
yes _____ probable _____ uncertain _____ doubtful _____ no _____
3. feeling people in your department don't want to work together
yes _____ probable _____ uncertain _____ doubtful _____ no _____
4. feeling something needs to be done to improve morale
yes _____ probable _____ uncertain _____ doubtful _____ no _____
5. feeling no one wants to hear your suggestions
yes _____ probable _____ uncertain _____ doubtful _____ no _____
6. feeling angry all the time without knowing why
yes _____ probable _____ uncertain _____ doubtful _____ no _____
7. feeling you do not have input in company decisions
yes _____ probable _____ uncertain _____ doubtful _____ no _____
8. feeling the working conditions are harmful to your physical health
yes _____ probable _____ uncertain _____ doubtful _____ no _____
9. not feeling secure in this company
yes _____ probable _____ uncertain _____ doubtful _____ no _____
10. feeling that your supervisor is too critical
yes _____ probable _____ uncertain _____ doubtful _____ no _____
11. feeling you never know how well you're doing
yes _____ probable _____ uncertain _____ doubtful _____ no _____
12. feeling this company needs better fringe benefits
yes _____ probable _____ uncertain _____ doubtful _____ no _____
13. feeling you don't know where this company is headed
yes _____ probable _____ uncertain _____ doubtful _____ no _____
14. feeling no one wants to listen to your well-founded complaints
yes _____ probable _____ uncertain _____ doubtful _____ no _____

15. feeling the work load is too heavy

yes _____ probable _____ uncertain _____ doubtful _____ no _____

16. feeling it's "all work and no play" in this company

yes _____ probable _____ uncertain _____ doubtful _____ no _____

17. feeling you're never told how well the company is doing

yes _____ probable _____ uncertain _____ doubtful _____ no _____

18. feeling it is too difficult to advance in this company

yes _____ probable _____ uncertain _____ doubtful _____ no _____

19. feeling the work is boring

yes _____ probable _____ uncertain _____ doubtful _____ no _____

20. feeling you need help to plan your career

yes _____ probable _____ uncertain _____ doubtful _____ no _____

21. feeling some of the work is hazardous

yes _____ probable _____ uncertain _____ doubtful _____ no _____

22. feeling you can't trust anyone in your department

yes _____ probable _____ uncertain _____ doubtful _____ no _____

23. feeling you need to learn what your real interests are

yes _____ probable _____ uncertain _____ doubtful _____ no _____

24. feeling angry because there is no choice about joining a union

yes _____ probable _____ uncertain _____ doubtful _____ no _____

25. feeling you need to talk to someone about a drug problem

yes _____ probable _____ uncertain _____ doubtful _____ no _____

26. feeling you need help in finding a different job in the company

yes _____ probable _____ uncertain _____ doubtful _____ no _____

27. feeling you need to better understand your behavior

yes _____ probable _____ uncertain _____ doubtful _____ no _____

28. feeling you need to discuss furthering your education

yes _____ probable _____ uncertain _____ doubtful _____ no _____

29. feeling hurt because a co-worker who was less qualified than you was promoted

yes _____ probable _____ uncertain _____ doubtful _____ no _____

30. feeling certain employees in this company have more influence in decisions than others who are equally qualified

yes _____ probable _____ uncertain _____ doubtful _____ no _____

31. feeling the company needs to be organized differently

yes _____ probable _____ uncertain _____ doubtful _____ no _____

32. feeling you won't know what to do when you retire

yes _____ probable _____ uncertain _____ doubtful _____ no _____

33. feeling you are overworked

yes _____ probable _____ uncertain _____ doubtful _____ no _____

34. feeling you can't talk over problems with people in your department

yes _____ probable _____ uncertain _____ doubtful _____ no _____

35. feeling you need reliable information about where to get help with a drug problem

yes _____ probable _____ uncertain _____ doubtful _____ no _____

36. feeling you need to learn what your real skills are

yes _____ probable _____ uncertain _____ doubtful _____ no _____

37. feeling troubled because you are not getting along with your spouse

yes _____ probable _____ uncertain _____ doubtful _____ no _____

38. feeling ashamed to work in this company

yes _____ probable _____ uncertain _____ doubtful _____ no _____

39. feeling afraid to tell a supervisor how you really feel about the work you're doing

yes _____ probable _____ uncertain _____ doubtful _____ no _____

40. feeling emotionally upset all the time

yes _____ probable _____ uncertain _____ doubtful _____ no _____

41. feeling guilty because you are late to work too often

yes _____ probable _____ uncertain _____ doubtful _____ no _____

42. feeling your supervisor has favorite employees

yes _____ probable _____ uncertain _____ doubtful _____ no _____

43. feeling you do not clearly understand changes in your work

yes _____ probable _____ uncertain _____ doubtful _____ no _____

44. feeling you have too much responsibility for what you are paid

yes _____ probable _____ uncertain _____ doubtful _____ no _____

45. realizing you feel good only when you have had a few drinks

yes _____ probable _____ uncertain _____ doubtful _____ no _____

46. feeling managers do not respect employees in this company

yes _____ probable _____ uncertain _____ doubtful _____ no _____

47. feeling concerned that you're drinking too much

yes _____ probable _____ uncertain _____ doubtful _____ no _____

48. feeling promotion practices are unfair

yes _____ probable _____ uncertain _____ doubtful _____ no _____

49. feeling that communications between management and employees need to be improved

yes _____ probable _____ uncertain _____ doubtful _____ no _____

50. feeling that most people are "grouchy" in this company

yes _____ probable _____ uncertain _____ doubtful _____ no _____

51. feeling you do not want to come to work in the morning

yes _____ probable _____ uncertain _____ doubtful _____ no _____

52. feeling your supervisor doesn't know enough about your job

yes _____ probable _____ uncertain _____ doubtful _____ no _____

53. feeling that hiring practices are unfair

yes _____ probable _____ uncertain _____ doubtful _____ no _____

54. feeling that the pay schedule needs to be improved

yes _____ probable _____ uncertain _____ doubtful _____ no _____

55. feeling that trouble in your family is affecting the quality of your work

yes _____ probable _____ uncertain _____ doubtful _____ no _____

56. feeling that co-workers aren't very friendly

yes _____ probable _____ uncertain _____ doubtful _____ no _____

57. feeling you are not getting your work finished because of interruptions

yes _____ probable _____ uncertain _____ doubtful _____ no _____

58. feeling that supervisors ask you to do too much

yes _____ probable _____ uncertain _____ doubtful _____ no _____

59. feeling you need to plan for your retirement

yes _____ probable _____ uncertain _____ doubtful _____ no _____

60. feeling that you are given work that doesn't belong to you

yes _____ probable _____ uncertain _____ doubtful _____ no _____

61. feeling you must do better than your co-workers

yes _____ probable _____ uncertain _____ doubtful _____ no _____

62. feeling that your job is "beneath" you

yes _____ probable _____ uncertain _____ doubtful _____ no _____

63. feeling irritated by the behavior of some of your co-workers

yes _____ probable _____ uncertain _____ doubtful _____ no _____

64. feeling you do not "belong" in this company

yes _____ probable _____ uncertain _____ doubtful _____ no _____

65. feeling upper management doesn't know what is happening in your department

yes _____ probable _____ uncertain _____ doubtful _____ no _____

66. feeling you have no "future" in this company

yes _____ probable _____ uncertain _____ doubtful _____ no _____

67. feeling you are not told clearly what your job is

yes _____ probable _____ uncertain _____ doubtful _____ no _____

68. feeling pressured to use drugs

yes _____ probable _____ uncertain _____ doubtful _____ no _____

69. feeling people in this company need to get together socially more often

yes _____ probable _____ uncertain _____ doubtful _____ no _____

70. believing you need an opportunity to discuss your "real" feelings with your co-workers

yes _____ probable _____ uncertain _____ doubtful _____ no _____

71. feeling your supervisor should give you more praise and encouragement

yes _____ probable _____ uncertain _____ doubtful _____ no _____

72. feeling that you are "lost" in this company

yes _____ probable _____ uncertain _____ doubtful _____ no _____

73. feeling your co-workers are not very thoughtful

yes _____ probable _____ uncertain _____ doubtful _____ no _____

74. feeling a need to understand how you impress others

yes _____ probable _____ uncertain _____ doubtful _____ no _____

75. feeling you have too many bosses

yes _____ probable _____ uncertain _____ doubtful _____ no _____

76. feeling you do not know enough about what your job is supposed to be

yes _____ probable _____ uncertain _____ doubtful _____ no _____

77. feeling you are never complimented for doing a good job

yes _____ probable _____ uncertain _____ doubtful _____ no _____

78. feeling you do not have an opportunity to show what you can do

yes _____ probable _____ uncertain _____ doubtful _____ no _____

79. feeling you do not know what to do with your time away from work

yes _____ probable _____ uncertain _____ doubtful _____ no _____

YOU ARE FINISHED. THANKS AGAIN. PLEASE PLACE SURVEY IN DROP BOX.